

Appendix F

Team-Based Variable Pay Pilot Participant
Questionnaire Results by Factor

Table F-1

Unweighted results from all certified staff members. Items were rated on agreement on each item as 1 (disagree), 2 (somewhat disagree), 3 (somewhat agree), or 4 (agree).

		Mean	Std. Dev.	1	2	3	4	NA
	<i>Fairness of the Bonus</i>	3.09	.612					
Q1	The size of the bonus I could receive is fair.	3.20	.818	17	51	169	165	26
Q2	It is fair for teachers who increase student achievement to receive bonuses.	2.99	.910	34	71	175	137	11
Q7	It is appropriate for support staff to receive bonuses.	3.10	.933	33	66	151	173	5
	<i>Motivation</i>	3.21	.465					
Q5	I receive personal satisfaction from meeting goals.	3.62	.652	10	10	113	292	3
Q8	I value the recognition I can receive for achieving our goals.	3.12	.914	27	73	145	175	8
Q9	I believe that if I work hard my students will meet our student achievement goals.	2.99	.836	21	87	192	125	3
Q10	I receive personal satisfaction from my students improved performance.	3.75	.471	0	7	93	324	4
Q11	A goal for team-based variable pay is to reward accomplishments in teaching.	3.07	.845	20	77	180	145	6
Q12	I will be distressed if my students do not improve.	3.02	.826	19	83	192	130	4
Q13	I am satisfied with my job.	3.46	.648	6	18	175	224	5
Q14	The possibility of earning a bonus itself motivates me to improve student achievement.	2.37	.983	96	133	136	59	4
Q16	Meeting student achievement goals is a source of professional pride.	3.51	.728	14	17	131	262	4
	<i>Leadership</i>	3.17	.770					
Q17	There has been adequate communication to staff about the bonus process and program.	2.93	.957	42	84	161	139	2
Q18	The principal works with us to achieve our accountability goals.	3.17	.943	34	56	138	195	5
Q19	The principal is supportive of my teaching efforts.	3.41	.849	23	31	117	250	7
Q46	The principal is an academic leader in my school.	3.21	.989	28	32	78	150	140
	<i>Value of the Bonus</i>	2.95	.529					
Q20	I have a high likelihood of receiving a bonus.	3.14	.758	13	54	209	138	14
Q21	I am satisfied with my salary.	2.22	.971	120	135	128	44	1
Q22	A \$1000 bonus is desirable.	3.51	.706	68	90	127	136	7

Q23	If the bonus were increased to \$3000 my motivation to meet our school's goals would greatly increase.	2.79	1.068	68	90	127	136	7
	Goals	3.31	.582					
Q26	Our school's student achievement goals are specific.	3.56	.569	0	16	155	256	1
Q27	The student achievement goals provide strong focus for our work.	3.23	.746	11	47	200	167	3
Q28	Our school's student achievement goals are attainable.	3.25	.701	8	39	216	163	2
Q32	The assessments we use to measure our goals are fair.	3.01	.818	19	81	201	125	2
Q33	Our school's student achievement goals are challenging.	3.43	.589	1	18	202	203	4
	Enablers	3.33	.409					
Q15	Parents and community members are supportive of my teaching efforts.	3.31	.704	5	44	188	185	6
Q29	I have the content knowledge needed to improve student achievement.	3.60	.558	1	12	142	270	3
Q30	I have the teaching skills needed to improve student achievement.	3.68	.521	1	8	117	296	6
Q34	The curriculum drives what takes place in the classroom.	3.22	.693	8	38	215	144	23
Q50	I receive sufficient professional development at my school.	2.84	.870	39	83	210	92	4
	Value of Program	2.80	.317					
Q25	The team-based variable pay pilot has led to a greater focus on achievement in my school.	2.96	.906	34	79	179	133	3
Q35	I asked more from my students this year.	2.81	.953	47	94	166	111	10
Q36	Higher teacher compensation will result in higher student achievement.	2.47	.874	62	144	168	47	7
Q37	I am doing things differently as a result of the team-based variable pay pilot project.	2.34	.937	95	131	155	43	4
Q38	Students' performance will increase as a result of my school's participation in the team-based variable pay pilot program.	2.69	.855	45	103	208	64	8
Q39	My school focused more on student success as a result of team-based variable pay.	2.75	.866	42	96	208	76	6
Q40	Student achievement improved in our school during the past year.	3.18	.713	8	44	212	135	29
Q41	Teamwork in our school was increased as a result of our participation in the team-based variable pay pilot.	2.71	.915	45	118	171	89	5
Q42	Teachers work together and help each other try to improve student achievement.	3.24	.795	15	50	178	182	3
	Problems and Concerns	2.31	.614					

Q44	Because of the emphasis on testing our curriculum has become too narrow.	2.28	.890	80	186	109	44	9
Q45	Team-based variable pay has not resulted in much change at my school.	2.34	.863	73	159	146	35	15
Q47	Objectives based on standardized tests force teachers to teach the test.	2.66	.926	56	105	181	77	9
Q48	Team-based variable pay requires a lot of extra work.	2.23	.897	93	177	114	39	5
Q49	Participation in the team-based variable pay pilot greatly increased the stress and pressure I felt this year.	2.01	.902	140	169	84	30	5
	<i>Program Summary Questions</i>							
Q51	I would work just as hard to achieve our school's accountability goals even without the possibility of receiving a bonus.	3.48	.665	5	25	154	242	2
Q52	The bonus part of the accountability program should be continued.	3.39	.818	18	35	130	237	8

Team-Based Variable Pay Pilot Participant Questionnaire Results

Table F-2

Results from Certified Staff. Items were rated on agreement on each item as 1 (disagree), 2 (somewhat disagree), 3 (somewhat agree), or 4 (agree).

		School Mean	Staff Mean	Std. Dev.	1	2	3	4	NA
Q1	The size of the bonus I could receive is fair.	3.21	3.20	.818	17	51	169	165	26
Q2	It is fair for teachers who increase student achievement to receive bonuses.	3.06	2.99	.910	34	71	175	137	11
Q3	Only teachers should be included in the bonus program.	2.14	2.17	1.058	140	141	78	68	1
Q4	Our school has less chance of achieving its goals than others because of our student population.	2.37	2.23	1.016	122	140	102	59	5
Q5	I receive personal satisfaction from meeting goals.	3.66	3.62	.652	10	10	113	292	3
Q6	Some teachers who do not deserve it will receive bonuses.	2.47	2.52	1.055	98	91	151	85	3
Q7	It is appropriate for support staff to receive bonuses.	3.10	3.10	.933	33	66	151	173	5
Q8	I value the recognition I can receive for achieving our goals.	3.17	3.12	.914	27	73	145	175	8
Q9	I believe that if I work hard my students will meet our student achievement goals.	3.08	2.99	.836	21	87	192	125	3
Q10	I receive personal satisfaction from my students improved performance.	3.75	3.75	.471	0	7	93	324	4
Q11	A goal for team-based variable pay is to reward accomplishments in teaching.	3.08	3.07	.845	20	77	180	145	6
Q12	I will be distressed if my students do not improve.	3.14	3.02	.826	19	83	192	130	4
Q13	I am satisfied with my job.	3.47	3.46	.648	6	18	175	224	5
Q14	The possibility of earning a bonus itself motivates me to improve student achievement.	2.30	2.37	.983	96	133	136	59	4
Q15	Parents and community members are supportive of my teaching efforts.	3.26	3.31	.704	5	44	188	185	6
Q16	Meeting student achievement goals is a source of professional pride.	3.58	3.51	.728	14	17	131	262	4
Q17	There has been adequate communication to staff about the bonus process and program.	2.89	2.93	.957	42	84	161	139	2
Q18	The principal works with us to achieve our accountability goals.	3.09	3.17	.943	34	56	138	195	5
Q19	The principal is supportive of my teaching efforts.	3.41	3.41	.849	23	31	117	250	7
Q20	I have a high likelihood of receiving a bonus.	3.17	3.14	.758	13	54	209	138	14
Q21	I am satisfied with my salary.	2.26	2.22	.971	120	135	128	44	1
Q22	A \$1000 bonus is desirable.	3.56	3.51	.706	68	90	127	136	7

Q23	If the bonus were increased to \$3000 my motivation to meet our school's goals would greatly increase.	2.64	2.79	1.068	68	90	127	136	7
Q24	There will be no penalty for schools who do not meet their objectives as a result of team-based variable pay.	2.90	2.99	.963	43	64	160	146	15
Q25	The team-based variable pay pilot has led to a greater focus on achievement in my school.	3.02	2.96	.906	34	79	179	133	3
Q26	Our school's student achievement goals are specific.	3.54	3.56	.569	0	16	155	256	1
Q27	The student achievement goals provide strong focus for our work.	3.29	3.23	.746	11	47	200	167	3
Q28	Our school's student achievement goals are attainable.	3.31	3.25	.701	8	39	216	163	2
Q29	I have the content knowledge needed to improve student achievement.	3.61	3.60	.558	1	12	142	270	3
Q30	I have the teaching skills needed to improve student achievement.	3.68	3.68	.521	1	8	117	296	6
Q31	There is an undo focus on helping low students improve.	2.12	2.16	.890	102	182	97	35	12
Q32	The assessments we use to measure our goals are fair.	3.05	3.01	.818	19	81	201	125	2
Q33	Our school's student achievement goals are challenging.	3.44	3.43	.589	1	18	202	203	4
Q34	The curriculum drives what takes place in the classroom.	3.21	3.22	.693	8	38	215	144	23
Q35	I asked more from my students this year.	2.92	2.81	.953	47	94	166	111	10
Q36	Higher teacher compensation will result in higher student achievement.	2.48	2.47	.874	62	144	168	47	7
Q37	I am doing things differently as a result of the team-based variable pay pilot project.	2.43	2.34	.937	95	131	155	43	4
Q38	Students' performance will increase as a result of my school's participation in the team-based variable pay pilot program.	2.73	2.69	.855	45	103	208	64	8
Q39	My school focused more on student success as a result of team-based variable pay.	2.76	2.75	.866	42	96	208	76	6
Q40	Student achievement improved in our school during the past year.	3.19	3.18	.713	8	44	212	135	29
Q41	Teamwork in our school was increased as a result of our participation in the team-based variable pay pilot.	2.69	2.71	.915	45	118	171	89	5
Q42	Teachers work together and help each other try to improve student achievement.	3.22	3.24	.795	15	50	178	182	3
Q43	I need better understanding of student achievement data.	2.39	2.39	.880	70	157	152	43	6

Q44	Because of the emphasis on testing our curriculum has become too narrow.	2.20	2.28	.890	80	186	109	44	9
Q45	Team-based variable pay has not resulted in much change at my school.	2.26	2.34	.863	73	159	146	35	15
Q46	The principal is an academic leader in my school.	3.04	3.21	.989	28	32	78	150	140
Q47	Objectives based on standardized tests force teachers to teach the test.	2.54	2.66	.926	56	105	181	77	9
Q48	Team-based variable pay requires a lot of extra work.	2.29	2.23	.897	93	177	114	39	5
Q49	Participation in the team-based variable pay pilot greatly increased the stress and pressure I felt this year.	2.06	2.01	.902	140	169	84	30	5
Q50	I receive sufficient professional development at my school.	2.92	2.84	.870	39	83	210	92	4
Q51	I would work just as hard to achieve our school's accountability goals even without the possibility of receiving a bonus.	3.51	3.48	.665	5	25	154	242	2
Q52	The bonus part of the accountability program should be continued.	3.44	3.39	.818	18	35	130	237	8

Table F-3
Coefficient Alpha Reliabilities for Factor-Based Scales

Factor	Alpha
Value of the Program	.8637
Leadership	.8503
Motivation	.7527
Concerns	.6981
Goals	.7927

Table F-4
Rotated Factor Loadings Obtained from Factor Analysis of Survey Items*

	Factor 1 Value of Program/ Leadership	Factor 2 Motivation	Factor 3 Concerns	Factor 4 Goals
Q1	.250	.113	-.310	.386
Q2	.579	.261	-.119	-6.007E-02
Q3	5.380E-02	-8.404E-02	.524	-.307
Q4	-.144	-.205	.447	-.165
Q5	6.482E-02	.597	-9.392E-02	9.128E-02
Q6	-.190	-8.781E-02	.543	-.182
Q7	-2.969E-03	.179	-.446	.258
Q8	.405	.464	-.150	-6.934E-03
Q9	.179	.577	9.943E-02	-.143
Q10	7.445E-02	.737	-8.741E-03	2.955E-02
Q11	.511	.475	-.219	-2.825E-02
Q12	.108	.449	-.287	1.891E-02
Q13	8.409E-02	.243	-.226	.327
Q14	.423	.186	.640	-4.666E-03
Q15	.114	.441	-.242	.269
Q16	.207	.695	-5.101E-02	7.334E-03
Q17	.248	.278	-.242	.636
Q18	.305	-4.742E-02	-.179	.745
Q19	.316	-4.263E-02	-9.334E-02	.638
Q20	.260	.429	-.215	.209
Q21	-.100	.118	4.136E-02	.192
Q22	.143	.251	-9.047E-02	.200
Q23	.258	-3.917E-02	.661	-9.909E-02
Q24	-.148	-4.848E-02	.614	.131
Q25	.733	.169	-5.890E-02	.187
Q26	.147	.397	-.225	.498
Q27	.269	.468	-.236	.446
Q28	.226	.559	-.357	.141
Q29	7.100E-02	.496	-7.921E-02	.331
Q30	-2.530E-02	.460	9.734E-03	.340
Q31	-3.668E-02	3.340E-03	.562	-5.019E-02
Q32	.298	.417	-.320	.238
Q33	.127	.492	-.133	.404
Q34	-3.372E-02	.326	.250	.236
Q35	.601	.174	-.166	7.159E-02
Q36	.720	.107	.146	5.578E-02
Q37	.753	-1.111E-02	4.865E-02	.185
Q38	.768	.132	7.903E-02	.251
Q39	.678	6.330E-02	.154	.183
Q40	.410	.424	-.324	.252
Q41	.633	.113	7.396E-02	.457
Q42	.182	.183	-.239	.570
Q43	-8.416E-02	-2.446E-02	.371	-.195

Q44	-.402	-.101	.432	-5.777E-02
Q45	-.666	-8.691E-02	.261	-.137
Q46	.310	-.149	-.163	.700
Q47	-.261	-.219	.576	5.810E-02
Q48	.119	-.219	.620	1.946E-02
Q49	5.349E-03	-.117	.631	-6.512E-02
Q50	-4.383E-02	.140	9.588E-02	.485
Q51	-.303	.376	-.297	.121
Q52	.512	.285	-.156	.142

*Varimax Rotation